

Reviewing the Literature of the Effect of Talent Management on marketing effectiveness along with organizational performance

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Abstract:

Talent management is a challenging ease concept in the business field that has started to widespread among markets locally and internationally; however, this aspect of management is completely related to the human being nature, therefore, a great Cautious need to be considered when applying it through an organization especially in service-providing organizations.

The purpose of this paper is to reviewing the literature and the impact of talent management on marketing effectiveness. Employee retention and appraisal leads to upliftment of employee as well as organization. To improve marketing effectiveness, one needs to create a pool of talented and skilled employees and ensure their interest in organization for longer time period.

Talent is the learning build with the passing of time, to foster it and embrace it one needs to be dedicated towards their work. The much you are involved to your job, the more beneficially you will be able to attract customer and maintain their trust with the organization.

An environment must be created to ensure that employees i.e., the stars and heart of organization must be catered to and given incentives so as to improve their working and develop skills, so as to become finer asset of the organization.

Keywords:

Talent management, marketing effectiveness, organization effectiveness

1. Introduction

The interest in talent management is grown rapidly over the last years; changes in business environment have enforced organizations to pursue this for employees with high performing skills, potentials or excellent abilities (talented employees).

Recently, businesses pay attention and work to keep the optimum utilization of human resource as they recognize the human capital role to grant a competitive position for the organization for gathering a better position in Market, that is directly poured into leadership & Marketing tactics effectiveness by using beneficially the four P's of Marketing Mix.

Agile isn't just for tech anymore. It's been working its way into other areas and functions, from product development to manufacturing to marketing—and now it's transforming how organizations hire, develop, and manage their people.

The bureaucracy was the point: Organizations wanted their talent practices to be rules-based and internally consistent so that they could reliably meet five-year (and sometimes 15-year) plans. That made sense. Every other aspect of companies, from core businesses to administrative functions, took the long view in their goal setting, budgeting, and operations. HR reflected and supported what they were doing.

According to Thunnissen and Buttiens (2017) Talent Management is defined as “the systematic attraction, identification, development, engagement/retention, and deployment of talents.”

According to (2018) as “ A new direction in talent management has been mentioned recently by Hamilton and Davison(2018), as an example, this is an in-house on going move toward talent management where it will perform by: determine area where stars of knowledge (talented employees) add worth to most, the feedback is promoted and referrals before declaring for a new job, extend inventive ways in discovering talent employees like strong relationships building with labor unions ,educated institutions, and finally, creating capital of social nature with present employees as communities online where employees can share their expertise and interact with outsiders related to decision making, as a consequence, this could minimize the upcoming search and hiring method as well it will build relationship of trust among employees and organization which accordingly will increase the organization's a plausible status as a firm having merits to join'.

Talent management is lately the biggest concern of the corporate human resource directing and coaching, and it is beneficial and important for organizations where their consumers and customers have highly sophisticated needs and least mistakes, with changing trends in the market at the same time, who seek to deliver the maximum potential share value to the shareholders (Fapohunda, 2014).

The ability of the organization to attain its goals is based on achieving a competitive advantage (Schuler and Jackson, 2014). The linkage between talent management and business success has been noticed by many studies (e.g., Mathew (2015) and Fogarassy et al. (2017)).

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2. Talent Management

2.1. Definition of Talent Management: - Currently, and due to the fast pace, consuming, and changing world, some researchers stressed on making the marketing effectiveness an ongoing and sustained process, thus having an upward performance level (Mohrman and Lawler, 2014).

Talent management was fundamentally designed to improve the process of recruiting and developing people with the required skills and aptitude to meet the set of organizational needs and achieving good market share. The ongoing competition among businesses and the lack of availability of highly talented and skilled employees enforce finding and retaining talented employees as a top priority for organizations (Fegley, 2006).

Inside the organization, the main salience is weighted by its people, building a friendly workplace surroundings enhances a transparent relationship encompasses with elasticity and stabilization (Choo, 2013; Moayedi and Vaseghi, 2016).

This research, presents a literature review of two variables; talent management and Marketing effectiveness along with organizational performance, where the variables and their dimensions will be define and discuss. The talent management subject has been studied from multiple angles, where each industry perceived and understood it according to several criteria differently (Deery and Jago, 2015).

No absolute definition has been explained that unifies talent management connotations as per the literature review. Every organization has its own criteria and definition for talent management which cannot be explained in one single context. Each need to hold its concept value with varying properties and degrees according to some specifications, such as the type of industry the organization operates in, and organizational priorities relevantly with human resource issues (Revise, 2008).

Talent Management that it is the human being's ability; which includes agility, expertise, and skillfulness for upgrading. (D'Annunzio-Green, 2008).

In Human Resource Management having the abilities is the main rationale behind achieving proper organizational performance (Canedo et al., 2017).

Having a highly good labor force in any organization is measured as an abundant source of awareness for all the workers and the beneficiaries (Deery and Jago, 2015).

The talent management concept has been emerging into substantial managerial basics by being not only centered on the traditional human resource practices like recruiting, but with much deeper take hold of aimed at attracting, keeping, developing, and transitioning the talented staff (D'Annunzio-Green, 2008).

A new direction in talent management has been provided recently by Hamilton and Davison (2018). As an illustration, this is an internal continuous approach to talent management where it will work by: promoting the feedback and referrals before announcing for a new job, identify the area where knowledge stars (talented employees) add most value, creating social capital with current employees by maintaining online communities where employees can share their expertise and interact with outsiders for effective decision

making and obtaining target confidence as a result, develop modern ways in discovering talented employees such as building strong relationships with educated institutions, labor unions, and finally, this could limit the future search and hiring process as well as it will build trust worthy relationship between organization and its employees which accordingly will gain the organization a probable reputation as a merit firm to join.

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2.2. Dimensions of Talent Management

Talent management is the implementation of incorporated strategies designed to promote the workforce productivity by creating improved processes for attracting, retaining, training and development of people to acquire the required skills and aptitude to meet current and future business needs. Researchers have developed multiple models to measure talent management, for example, (Abadi et al., 2013).

Talent is considered as the primary facilitator of any successful company. It has become increasingly clear to most business owners and executive teams that, rather than being controlled by capital, companies are typically most constrained by talent, corporation have to learn that, relying on what business strategy it has, and what challenges it might face, at any given time it need the right talent to execute that strategy or deal with that challenge (Nazari et al., 2014).

In a strategic context, talent management originates from the strategic management of talents that flows in the organization and its main goal is to provide an accessible source of talents to link the right individuals with the right job positions at the right time, based on the strategic drivers of the business (Rastgoo, 2016). Work force planning is much related to talent management as a planning tool.

The HR personnel will contribute to the organization in the sense of implementation quality. Advanced effort by four hospitals in Denmark have worked to develop a "Talent Management Pool" to deal with deficiency in talented employees by cooperating the competitors, this pool helps in

replace employees, attract and retain more and better skills, and reduce cost of hiring external personnel (Broeket et al., 2018). In this paper, talent management and marketing effectiveness along with organizational performance variable will be is explained by suggesting that it has, three different dimensions;(to attract, to maintain, and to develop the talents)

(Nobarieidishe et al., 2014 and Nazari et al., 2014) this definition helps to configure out that how talent could be acquired to gain a cutthroat edge in simple and even steps.

2.2.1 Talent Attraction

According to (Ferreiraa et al., 2012), talent management is the execution of incorporated strategies designed to raise employees' efficiency by developing processes for attracting, increasing, retaining, and utilizing people with the required skills and skill to meet the current and the future business needs.

Attracting and retaining top talents is a major distress for human capital management practitioners' today. Tracking talents and attracting them must be included with the management's overall strategies. Meanwhile, most of the organizations are not able to attract the talented individuals as new members, this lack of talents is the main hindrance in their way towards development, and the damages of this lack is a kind of most important strategic benefit. (Beheshtifar et al., 2012).

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The need for having a talent attraction program that plays as a marketing plan to dream of the current opportunity in a proper method in a way that best offers what the business organization will provide to pull and catch the preferred talents such as earnings, settlement, and the growth opportunities (D'Annunzio-Green, 2008).

Compensation plays a significant role in gaining attention of knowledge able people, and the best way to attract is called "employer branding." This shows the organizational efforts in building a strong and unique type of branding that implies reflection about it and installing this image in the minds of its employees to keep them in the minds of the beloved talented candidates to attract them (Hung, 2013).

Vigorous and progressive talent hold programs will better help the organization to consist of the right people in the right place at the right time (Collings and Mellahi, 2009).

When a selection process starts, success factors identified previously for a job can help as a basis for an interviewing strategy to appraise the candidate's organizational fit. Another approach that can be used to resolve a level of success is to combine behavioral-based questions that are designed to extract examples from candidates about their work history and the way they behaved in previous job situations.

The third considerable strategy of ensuring the best fit is through competency-based management, which can be described as the organization's perceptive and perception of its needs and necessities (AbulMohaimen, 2013).

2.2.2. Talent Maintenance:

In order to retain its current talents human resource management should have a clear vision.

Continuous trainings for employees and ensuring the good understanding of their needs and desires in order to keep them away from the other rivals' sight (Abadi et al., 2013), depending on top management side by side with employees' empowerment used as an operative instrument for enhancing judgement making ability and proficiency which pours in the interest of an employee's performance (Awamleh, 2013).

Organization's success is much affected by employ retention (Asrar et al., 2018). To guarantee effective leadership for the future, organizations attempt to attract and retain top talent (Govaerts et al., 2011). Meanwhile, a top talent is difficult to find and expensive to replace, retaining and holding on skilled employees once they are on board is a major challenge. Moreover, passing employees often take with them valuable knowledge and expertise, and good relations with clients (Mitchell et al., 2001). The loss of a top talent to a competitor can weaken the organization's competitive advantage as well as.

Thus, to attract, keep, develop, and retain talent, those who have responsibility for talent management must understand what is significant to employees.

Rastgoo (2016) pointed out that reward is a mean to maintain employees and it leads to job satisfaction.

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Motivation can be regarded as the necessary drive for talent maintenance. Two types of motivation are commonly discussed, the intrinsic motivation and the extrinsic motivation. The intrinsic motivation is the internal driver, while the extrinsic motivation is an environmental incentive, reward, and challenges. Intrinsic motivation means that, since it is satisfying and no reward is expected or requested, a person is engaged in any activity for its own sake.

When an employee has a high intrinsic motivation, his feelings are closely relative to how well he or she performs. To motivate the talent, the intrinsic motivation such as career planning and development is one of the effective factors. To maintain talent, a relationship should be found between individual career planning and aspirations and the organization's career management processes, by doing so, we accomplish a most advantageous match between individual and organizational needs (AbulMohaimen, 2013).

2.2.3. Talent Development

Performance levels must be performed by doing an elaborated appraisal element for a higher job position issues and measuring the talent's degree of evolution process for assuring the consistency of talented employees' (Abadi et al., 2013).

As part of the corporate's modality; in order to grab smart employees and top proficiency, rotating them into talented managers and leaders' organizations must be fully commit to the right talent management strategies One of the major tasks of an organization is to construct a clear career path to connect the talent with the future requirements (Nobarieidische et al., 2014).

When the management is concerned about the interests of its employee, coupled with the organization's interest, in the development phase employees will be motivated, which will boost employee's professional development and involvement (Thunnissen, 2016).

In an interview with (Janice Caplan, 2014), the author of strategic talent development book, he stated that when management takes lead of the employee commitment as an approach to talent development, by adopting the idea of focusing on the whole workforce appealing and developing not only outside the organization, but also inside it; that will be considered strategic.

In many organizations, the relation between identifying the guidance needs and pleasing them gets broken, which ultimately may lead to superfluous talent acquisition in the future.

Similarly, succession planning tends to be approached from a blinkered outlook, with many organizations mainly focusing on senior management. While effective succession planning isn't merely about what occurs next in the boardroom; it's about identifying which roles are critical to the organization, regardless of precedence.

Organizations can guarantee that they style their employee development and talent management to meet business priorities through identifying critical roles and mapping potential successors (Ajaz, 2014).

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In these situations, firms have both financial and strategic incentives to develop employees within.

In addition, internal development of human capital helps firms realize the advantages of these employees in terms of their value-creating potential.

Employees are more committed to employers who are more concerned with their employees' long-term career development (Dessler, 1999).

A motive behind this observation is that employees come to organizations with certain needs, desires, skills, and so forth, expecting to find a sustaining work environment where they can effectively utilize their abilities and declare many of their basic needs.

Therefore, failing to fulfill these basic needs, the pledge level tends to fade and it removes the possibility of the employees preferring to leave an organization.

An effectual mentoring and training strategy including increased employee preservation and fulfillment, enhanced motivation, loyalty and respect improved organizational performance, statement, and team effectiveness, and leveraged learning at lower costs are the prospective implication for an organization Canedo et al. (2017) suggested that human reserve.

In this view, the management of people who are considered to be capable has been often proposed as the crucial factor for gaining a competitive advantage through people (Collings and Mellahi, 2009; Heinen and O'Neill, 2004).

Traditionally, talent management focused on development of talents completely, meaning that it was meant towards a small percentage of the workforce who performed better than the rest,

displayed more "leadership" prospective (Lewis and Heckman, 2006; Swales, 2013). Elite talent-management approaches face two central problems that are unlikely to dissolve in the near future. The first concern is the global scarceness of talent, where talent can be defined according to exclusive philosophies (Schuler et al., 2011), and the second matter is related to the highly dynamic background organizations work in, which hinders the prediction of future talent needs (Yost and Change, 2009).

2.3. Marketing Effectiveness

2.3.1. Meaning of Marketing Effectiveness

Marketing effectiveness is the measure of how effective a marketing plan is at optimizing expenditure to achieve positive short and long-term results. It is related to marketing ROI. Marketing effectiveness is measured by how well a company's marketing strategies increase its revenue while diminishing its costs of customer possession. You will always win the day if continuously your marketing lowers the amount of finding and winning company, while also growing the value of that business.

For most management scholars, major employee-satisfaction enrichment strategy is meeting the needs and expectations of employees (Giannikis and Mihail, 2011).

Noting that job satisfaction is vital because a satisfied employee in comparison to dissatisfied ones is keener and more capable to present and generate, and shows a higher level of productivity in performance (Sejjaaka and Kaawaase, 2014).

What people in an organization feel about their overall work is the defined criterion for employee satisfaction? Job satisfaction influences employees' performance and ensure their comfort, the organizational performance, thus, improving job satisfaction, employee retention and minimize turnover occurred by increasing the employees' competencies (Marques et al.,2018).

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Marketing Effectiveness in an Outbound Environment

For decades, the only means of approaching customers was through outbound marketing strategies, which made its measure incredibly difficult. These strategies were far from accurate. Observing the impact of marketing strategies on revenue and the costs of customer acquisition was nowhere near exact.

Marketing Effectiveness in a Digital World

Measuring marketing effectiveness need no longer be a cumbersome affair. It is no longer burdened with errors and inaccuracies. Tracking issues of the past has been eliminated. Today's marketing teams have access to real-time data, and it is that data that allows them to define how effective their marketing strategies are. However, that data must be cleansed and enriched at every step of the process so that the information and answers it provides are understandable and brief.

Measures of marketing effectiveness

The most frequently used measures of effectiveness in this report are the various business effects: profit, sales, market share, penetration, loyalty and price sensitivity.

Case study authors assess these measures on a four-point scale of magnitude: only top-box scores (i.e., 'very large') are used to identify high performers. These metrics are mostly measured over a period of at least a year and are therefore more indicative of long-term success. In our analysis they are often coalesced into one metric – the number of business effects, which represents a broad measure of effectiveness that is relatively independent of the particular objectives of the campaign. This metric correlates closely with reported profit growth, making it a particularly useful measure of effectiveness. It also correlates with the extra share of voice (ESOV) efficiency, so this metric has a very broad usefulness. Organizational effectiveness is defined as the organization's achievement in attaining the preferred objectives by formulating its available resources to the fullest (Herman and Renz, 2008).

According to (Rahman, 2014), finally, the human resource is the most valuable resource an organization could accomplish. Human resource can provide a strong base to create a prime organizational productivity, and marketing effectiveness, by continuing success for the long run. Some researchers suggested that the chosen managerial leadership style in the institution plays a vital role in shaping the definite set of conducts and behaviors, which have been followed by the leaders each according to their situation. Thus, the employees in lower levels of hierarchy will be inclined by these selected conducts and behaviors, and the marketing effectiveness and its continuity will be highly affected in turn by them either optimistically or pessimistically (Erkutlu, 2008).

It has been observed through various patterns from the objective model that focuses on the final goals and targets, the organization model that deals with inputs. (Henri, 2003). (2011).

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2.3.2. Organizational Effectiveness Dimensions

Customer satisfaction and organizational performance are considered as crucial factors in determining employees' engagement in the organization and the effectiveness of their job.

2.3.2.1. Customer Satisfaction

All over the data base of marketing effectiveness and talents management research, the concern of customer satisfaction has been a widely spread sensible assessment, resulting in a number of definitions. Worker satisfaction is defined as the authentic direction that an employee has towards his or her work. It is accepted as the individual's examination and evaluation of the total work environment (Sempane et al., 2002).

On the other hand, According to, Vukonjanski and Nikolić (2013) defined employee satisfaction as a worldly intuition about one's work or a related combination of attitudes about various diversities of the work background. Employee satisfaction considered as a 'optimistic emotional condition resulting from the enhancement of one's job or job experiences' (Islam and Siengthai, 2009).

2.3.2.2. Organizational involvement in marketing

Wood and Ogbonnaya (2016) in their current study defined the organizational involvement which depends on the degree of employee's awareness, the way management works on enhancing the performance of the organization.

Organizational involvements boost and motivate their needs to generate a good communication among employees, and create a unbreakable trust with the entity. (Wang and Ashcraft, 2013).

In large ratio production employees today are organized into similar groups, quality circles, or a "factory within a factory" providing authority for decision making.

One effective way to minimize resistance and encouraging support from supervisors is by depicting mode of satisfaction for managers and providing them with a persuasive explanation of a high contribution scheme. (Sonenshein and Dholakia, 2012). Indeed, employees have a real and high stake in the cost of decisions, the essence of participation is based on respecting that, linking giving them proper place in what happens and the path of their job unit.

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The psychology for alleviating the logic of uncertainty and fear behind is achieved through forwarding the benefits of involving employees in work processes and decision-making processes.

Further; involvement can increase by enhancing their sense of power over their work condition during stressful phases (Sharabati et al., 2010).

3. Conclusion

Employees due to their beneficial role in the proper implementation of the organization's strategies and policies are considered as the heart and asset of any organization, in accumulation to the force of their incorporated capabilities, skills, and inventiveness to achieve the final goals

(Kateb et al., 2015; Sikora et al., 2016).

Therefore, organizations must make the appropriate tactical decisions in regards with the exact human resource qualitative manners, thus this relates to a improved organizational strategic pose via having a competitive advantage, or even a core competency that gives the organization a potential of ongoing continuous upliftment (Shannak and Obeidat, 2012; Masa'deh et al., 2013a, 2013b; Obeidat et al., 2013; Kantardjieva, 2015).

Organizations need to reorganize their cultural platforms in a way that provides a diverted ability to understand and cherish the best

talented employees; which highly concentrates on what is called communication (Tiwari, 2014).

With today's globally changing business background; that persuades organizations and diverts them to surpass in their performance by maximizing and modifying their organizational assets, human resource is considered as the principal asset in any organization. Meanwhile, one of the struggles faced by organizations remains attracting and supporting highly qualified and skilled staff of employee's remains while attempting to ride the wave of change in the competitive business world (Collings, 2012). Tollman et al. (2016) stated that the complete organizational performance depends on the department of its human resource.

Thus, harmonizing the human resource demeanor must be in focus to be come in more harmony with the overall organizational framework in array to influence the organizational effectiveness.

In a study by (Myron and White, 2016) in their thesis mentioned that; in the present business environment, organizations aim to sustain a balanced performance by the presented human resources, which is necessary to safeguard a excellence in regular. In the meantime, Organizations have many opinions and very less judgment or records to support their detection of their pivotal talent pool.

In addition, the duty of continuing balance becomes harder as the meaning of an organization's success changes from a rigorously financial explanation to become clearer by "sustainability".

Studying the association between talent management and organizational effectiveness has likely high attention and showed vast consequence due to the constant changes in the business inputs, demand and challenges (Ellstrom, 2012).

Maximizing the efficacy of human resource within an organization is the foremost goal in the industrial segment and the corporation life-cycle necessities, thus funding in the human resource /

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Considering the initial function of the human resource management practices on building an efficient contribution to the organization's success is a very central mechanism to be adopted and applied by the management throughout the policy making method (Schuler and Jackson, 2014).

The outlook of talent management is estimated to be too risky and expensive for small organizations (Broek et al. 2018). At the last, it is beneficial to reveal that a talent paradox happening occurs when talent may generate both powerlessness and empowerment concurrently.

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